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MANAGEMENT TRAINING DIVISION

I. MISSION AND FUNCTIONS

Mission:

The mission of the Management Training Division is to plan, develop, coordinate, conduct, and supervise Executive, Administrative and Supervisory Training Programs for the purpose of clarifying and advancing techniques of sound management throughout CIA.

Functions:

The Division is organizationally divided into the Executive, Administrative and Supervisory Training Branch, and the Clerical Training Branch, and is responsible for the following function:

1. Identifying, in collaboration with Office heads, the requirements for training programs in management and clerical skills throughout the Agency.
2. Developing, through research and discussion, training programs and methods to meet specific requirements of the various Offices and the general requirements of the Agency.
3. Implementing and administering training programs on a continuing basis.
4. Conducting periodic follow-up sessions to impart the latest thinking on effective management techniques and to study the results of current training methods.

II. CURRENT AND PROPOSED PROGRAMS

The Management Training Division, previously the General Training Division, was reorganized during 1952, at which time the Reading Improvement Branch and the UTO(A) Branch were transferred to the Intelligence Training Division and the Executive, Administrative and Supervisory Training Branch was established to complement the existing Clerical Training Branch.

The Executive, Administrative and Supervisory Training Branch is in the initial stage of development, with the Personnel Evaluation and the Human Resources Programs being the first endeavors in management Training. The Branch will extend its activities into other phases of administrative and executive training as competent Training Officer personnel can be secured and the program can be implemented on an Agency-wide basis.

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The Clerical Training Branch is conducting refresher programs in clerical skills, basic English, and Geography, as well as conducting basic orientation for all new clerical employees of CIA. This program will develop further as CIA offices indicate additional requirements which they consider basic to well-rounded clerical employees.

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**III. POSITION EVALUATIONS**

**OFFICE OF THE CHIEF**

Position No. U 747

Training Officer GS-1710-15

The Chief, Management Training Division, under the general policy direction of the Deputy Director of Training (General), plans, develops, coordinates, conducts, and supervises the CIA Management and Clerical Training Programs. In addition to planning responsibilities, the administration of this program requires considerable research into and experimentation with administrative and supervisory techniques in use in Agency programs to determine needs for broad and specific training programs, and to develop general and specific training procedures and methods to accomplish program objectives.

The position requires a thorough knowledge of the principles and techniques in the fields of training and management, and the ability to develop programs to meet agency requirements, relating governmental and private experiences and practices when practical. While many of the training procedures and methods used in other Federal agencies have been applied with some minor variations, especially in the Clerical Training Program, the supervisory and management courses, aimed at all supervisors, administrative officers, and executives, must be developed in light of CIA security requirements and must also be conditioned by CIA operations.

The Chief, Management Training Division maintains continuing contact with top management officials within CIA to explain the aims and objectives of the Division and enlist their cooperation in participating in Division training programs. The success of the Division's mission depends on the ability of the Chief to sell to the operating heads the need for a CIA management training program in terms of current and administrative needs and the Career Service Program of the Agency.

This position is somewhat comparable to that of Chief, School of Management and Administration, Foreign Service Institute, Department of State, currently classified at GS-14. The State Department position has the responsibility for directing the management, administrative and clerical training programs for departmental and foreign service employees, establishing a reading improvement course, and for maintaining the indoctrination program for all new State Department employees. However, the School of Management and Administration is responsible for a well established segment of the State Department Training program, and the top position is mostly concerned with the review and revision of existing training programs rather than the development of completely new programs and courses to meet uncharted administrative requirements. The Chief, Management Training Division, in addition to applying standard training procedures used by other government agencies and departments, must study the many unique facets of CIA administrative management, i.e., security personnel, finance, etc., and develop new programs to meet the training needs of the constantly changing CIA programs and operations.

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In consideration of the high level liaison contacts, the broad training knowledges and management experience required, and the training problems presented by the unique mission of CIA, together with the comparison cited above, it is recommended that the position be approved one grade above the State Department position, GS-1710-15.

Position No. U 38

Secretary (Stenography) GS-318-6

This position serves as Secretary to the Chief, Management Training Division, lending secretarial and administrative support to the Division Chief's activities. Specific secretarial and administrative duties include telephone contacts with high level administrative Agency personnel for the purpose of fulfilling specific requests of the Chief; making tentative appointments for the Chief; composing correspondence; establishing and maintaining Division files; obtaining and presenting information; and taking dictation as necessary. In addition, incumbent serves as a clerical training instructor in order to substitute for Clerical Training Branch instructors during their absence, or to assist with refresher classes when schedules are increased to take care of an increase in employees needing such training.

This position, based on the secretarial duties performed for the Division Chief, is considered allocable to GS-6. The training tasks performed appear to be allocable to the GS-5 level, since there is present only very limited responsibility for planning course material or scheduling, such as is found in GS-7 Training Instructor positions. Therefore, the secretarial duties being grade controlling, the position is recommended for allocation as Secretary (Stenography), GS-318-6.

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EXECUTIVE, ADMINISTRATIVE AND SUPERVISORY TRAINING BRANCH

Position No. U 592

Training Officer GS-1710-14

This position serves as the Assistant Division Chief (acting for the Chief in his absence) and Chief of the Executive, Administrative, and Supervisory Training Branch, and is responsible for the line supervision of lower grade Training Officers in their respective areas of training, thus permitting the Division Chief to devote more time to internal Agency contact work necessary for establishing new training programs and broadening current programs. The position is also constituted to share in the planning and coordinating of selected programs, conducting those at the highest levels of management and administration.

Based on the responsibility for serving as the "alter-ego" of the Division Chief and for participating in the over-all planning and operation of the Division, the position is recommended for classification as Training Officer, GS-1710-14.

Position No. U 593

Training Officer GS-1710-13

This position is established as Training Officer responsible for the research, development, conduct and supervision of Administrative Training Programs within CIA. This is a unique training area because of the range of administrative personnel involved and the diversity of problems encountered in the administrative activities of the Agency. This position contains the full planning and development functions for the assigned programs, which as proposed involve agency-wide contacts necessary in the development of a sound administrative training program to meet Agency needs.

A somewhat comparable position is the Training Officer, School of Management and Administration, Department of State, GS-12. The State Department position is responsible for Administrative and Management training for all foreign service personnel. The overt nature of foreign service operations of the State Department has permitted the development of broad administrative and management policies, procedures, and regulations which appear to have lightened the training problems of the State Department position. However, in CIA this situation does not prevail. Therefore, the varying administrative methods used by CIA must be studied, and Administrative Officers and executive personnel trained in both general and specific techniques of administration and management as conditioned by CIA operations.

The position requires a broad knowledge and experience in the fields of Training and Administrative Management, and in addition, the ability to plan and develop complete training programs and present them in a convincing manner.

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The position is recommended for allocation as Training Officer, GS-1710-13, based on the full program responsibility vested in the position for developing sound administrative training programs that will best meet a wide variety of atypical Federal agency administrative requirements.

Position No. U 594

Training Officer GS-1710-12

This position is responsible for the development, conduct and supervision of the Supervisory Training Programs designed to meet the needs of Agency first line supervisors. Here again, the duties include research into the unique problems encountered by CIA supervisors in their administrative and personnel activities.

By external comparison it was found that a similar position in the State Department was in grade GS-11 and was responsible for conducting training programs for all departmental employees. Thus, upon initial comparison the CIA position tends to be somewhat weaker as to the level at which contacts are made and complexity of training material devised. However, in the CIA position, as in other Branch positions, training materials must be developed from "scratch" to fit peculiar supervisory problems arising as a result of unique agency operations, and sold to supervisors who, in many cases, have had only limited Federal supervisory experience.

An internal comparison of this position was made with that of the position of Chief, Clerical Training Branch, allocated to GS-11 which has responsibility for administrative and technical supervision over several different clerical training functions but which does not require the same level of programming, variety of contacts, the professional and academic background needed for the planning, developing, and conducting of Agency Supervisory Training Programs.

The position is recommended for classification at the GS-12 level because: (1) the effect of new programs and unique Agency operations, coupled with the employment, at all grade levels, of professional personnel having only limited prior Federal supervisory experience, appears to present a number of unique training problems; and (2) the relative complexity and difficulty of planning or developing assigned training programs also appear higher than in the position of Chief, Clerical Training Branch.

Position No. U 859

Clerk (Stenography) GS-301-5

This position serves as principal clerical and stenographic assistant to the Training Officers of the Branch, furnishing such clerical and secretarial support as may be needed in the preparation of training programs. Principal duties are: (1) preparation of correspondence; (2) answering telephonic and personal inquiries about the training activities of the Division; and (3) taking dictation, maintaining files, and typing as necessary.

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As the training programs of the Branch grow this position will become more and more vital as a central information point, and to answer inquiries and perform various administrative tasks for the Branch professional personnel.

The projected duties of this position appear comparable to other grade GS-5 Clerk (Stenography) positions in the Office of Training. Accordingly, it is recommended that the position be allocated as Clerk (Stenography), GS-301-5.

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CLERICAL TRAINING BRANCHPosition No. U 849Training Officer (Clerical Fields),  
GS-1711-11

This position serves as Chief, Clerical Training Branch, responsible for planning, coordinating and implementing a training program to meet the clerical training needs of CIA. The Branch is functionally divided into: (1) the Clerical Induction Section, responsible for the instruction of employees awaiting security clearance; (2) the Clerical Refresher Section, responsible for administering refresher courses to on-duty personnel; and (3) the Clerical Orientation Section, responsible for the basic orientation of all new Agency clerical personnel.

The Branch Chief, while under the policy direction of the Division Chief, is technically responsible for planning and developing clerical training programs. In this connection, a major portion of the incumbent's time will be spent in contacting operating office officials to discuss needs and determine if such needs can be fulfilled successfully in the Clerical Training Branch.

Although the program responsibilities for the agency clerical training programs can develop in direct proportion to the types and number of requirements placed upon the Branch by operating Offices, the program appears to be currently concentrating on the refresher-type of training (shorthand, typing, correspondence procedures, agency filing systems, etc.) and a basic clerical orientation course. For administrative reasons, these courses have been established at two locations, requiring intermediate supervisory personnel over each type of training at these locations. In view of the limited nature of these clerical training and orientation courses, and considering the additional administrative problems involved in supervising training activities at these locations, the Branch Chief position appears to warrant allocation to the GS-11 level, and is so recommended.

Position No. U 852Training Officer (Clerical Fields),  
GS-1711-9

This position serves as Chief, Clerical Induction Section, under the general supervision of the Branch Chief. The Section is physically located at 9th and D Streets and is primarily responsible for the instruction of employees awaiting security clearances. These employees are tested and selected for additional clerical training by the Office of Personnel. The training consists of courses in typing, shorthand, office protocol, English, etc.

The supervision exercised factor is strong in this position because: (1) the physical location affords a minimum of contacts with Branch Chief;

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(2) the rapid turnover of employees demands a flexible and ever shifting program emphasis; and (3) the continuing and direct supervision over three grade GS-7 instructors and 1 Clerk. Therefore, GS-1711-9 is recommended on the basis of the relative freedom from supervision from above plus responsibility vested in the position for directing the training activities for all "Pool" personnel.

Position No. U 853, .01, .02

Training Officer (Clerical Fields),  
GS-1711-7

These positions are Training Officers with responsibility for planning, directing, and conducting courses in typing, shorthand, office protocol, English usage, and other clerical skills. Federal instructor positions in other agencies are allocated to GS-5 and GS-7 depending on whether the instructors plan and develop course material or merely conduct classes using previously established lesson plans, etc. As each of these instructors is required to plan, develop, and conduct assigned courses, the positions are recommended for classification to grade GS-1711-7.

Position No. U 854

Clerk (Stenography) GS-301-5

This position serves as Clerk-Stenographer, performing clerical and stenographic tasks in the Clerical Induction Section, which include: (1) maintaining records on students; (2) answering inquiries from students and acting as receptionist; (3) preparing reports denoting activities of the section; (4) grading and recording tests administered by the Training Officers; and (5) typing and taking dictation as required.

This position is now graded at GS-4, but because of the variety of tasks performed independently or with a minimum of supervision, it is recommended that the position be reclassified as Clerk (Stenography), GS-301-5.

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CLERICAL REFRESHER SECTION

Position No. U 850

Training Officer (Clerical Fields),  
GS-1711-9

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This position serves as Chief, Clerical Refresher Section, under the general supervision of the Branch Chief. The Section is physically located in [REDACTED] and is responsible for administering refresher and intermediate clerical courses to on-duty employees. The Section Chief plans instructor schedules, develops course materials, supervises lower grade training officers in preparing and conducting courses, and as necessary, teaches various subjects. The course curriculum is very similar to that of the Clerical Induction Section.

In addition to the above duties, incumbent is currently participating in the clerical orientation program, delivering lectures and holding critiques.

The subject position appears comparable to position U852, Chief, Clerical Induction Section, except for the fact that supervisory workload is somewhat less in this position. However, since the program responsibilities of these two positions appear to be of the same level of difficulty and responsibility, it is recommended that subject position be classified to grade GS-1711-9.

Position No. U 853.03

Training Office (Clerical Fields),  
GS-1711-7

The duties of this position are identical to those of the Clerical Instructors discussed in the Clerical Induction Section, with the exception that students are assigned for specific periods, which offers the instructors an opportunity to develop and present fuller and more well-rounded courses. Accordingly, the positions are recommended for classification to grade GS-1711-7.

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CLERICAL ORIENTATION SECTION

Position No. U 851

Training Officer (Clerical Fields),  
GS-1711-9

This position is Chief of the Clerical Orientation Section, with responsibility for planning, developing, and conducting orientation and briefing courses for all clerical personnel entering on duty in CIA. The program is conducted 4 days per week, with each session lasting two days. The schedule includes welcome and security briefing, organization of the US Government, Agency filing systems and forms used, location of buildings of CIA, etc. The content of these courses is very basic, since a considerable amount of material must be covered in a short period of time.

In addition to the above duties, incumbent spends a substantial portion of time as the Office of Training representative to the General Services Office for the purpose of developing a training course in support of the Records Management Program. Specifically, the course as proposed will consist of lectures and seminars and will present to the Records Management Officers the essential technical administrative and supervisory tools and techniques applicable to the Records Management Program. The substantive or content training program will be developed and administered by experienced Records Management Officers within the Office of General Services.

The position thus contains two principal sets of duties as follows: (1) serving as Chief, Clerical Orientation Section; and (2) serving as representative to GSO in furnishing staff training advice in connection with the establishment of a Records Management Training Course. As Chief, Clerical Orientation Section, incumbent presents lectures to all new clerical personnel on such basic subjects as buildings of CIA, office protocol, etc., and supervises one GS-7 performing similar duties. The Orientation program responsibilities do not appear to be on a par with those of the GS-9, Chief, Clerical Refresher Course. However, due to the inclusion of the responsibility for participating in the development of a Records Management Training Program, the position is considered to justify allocation as Training Officer (Clerical Fields), GS-1711-9.

Position No. U 855.04

Training Officer (Clerical Fields),  
GS-1711-7

This position is that of Training Officer responsible for developing and delivering basic orientation lectures to all new clerical personnel entering on duty with CIA. The type of orientation material developed and presented is not of a technical nature and does not require an extensive background in Agency operations. However, to create a favorable first impression upon the new members of CIA, the incumbent must be personable, and display tact and judgment in delivering lectures and holding critiques.

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The second allocating factor, and probably the more important from a classification standpoint, is the interchangeability of this position with the GS-7 Training Officers in the Branch. Since the position requires the skill, knowledge and ability to develop course materials and instruct various "clerical skill" classes, the position appears comparable to the Training Officer (Clerical), U 853, and is recommended for classification as Training Officer (Clerical Fields), GS-1711-7.

Position No. U 597

Clerk (Stenography) GS-301-5

This position lends the necessary clerical support in the operations of the Clerical Refresher and the Clerical Orientation Sections. A comparable position is that of Clerk (Stenography), U 854, in the Clerical Induction Section. Duties of both positions include: (1) answering personal and telephone inquiries per-training to Branch activities; (2) maintaining files and records on all students; (3) correcting and scoring tests; and (4) preparing reports on student progress and attendance.

In addition, incumbent of this position conducts classes, for a minor portion of time, in fundamentals of typing and shorthand but doesn't prepare course schedules and materials; therefore, it is recommended that the position be retained as Clerk (Stenography), GS-301-5.

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INTEL. TRAINING DIV.